

30 September 1965

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting of the PFIAB Panel on Intelligence Activities  
of CIA

1. This morning Mr. [ ] and I attended a meeting of the President's Foreign Intelligence Advisory Panel on Intelligence Activities of CIA, which consisted of General Maxwell Taylor, Chairman, and Ambassador Robert Murphy. Messrs. Coyne and Ash were also present. I opened the meeting with a review of the organization of CIA. We began with a discussion of the role of the Deputy Director of the Agency, pointing out that the President's letter of 16 January 1962 had instructed the DCI to delegate, insofar as possible, his responsibility for the management of the Agency in order to free himself to discharge his coordinating responsibility. General Taylor asked whether legal authority existed for a complete delegation in this respect. He was assured that such authority existed, including the authority to delegate the certification of funds as expended for confidential purposes. On the other hand, practical obstacles existed to the complete delegation of responsibility. The DCI would continue to wish to respond to Presidential, Congressional and other inquiries concerning operational, substantive and budgetary activities of the Agency and would continue to wish to be informed about and influence the development of the Agency's programs and budget.

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2. I pointed out that one of the organizational developments of the past three years, designed to strengthen the central management of the Agency, was the creation of an independent Comptroller's office, with program review and approval responsibilities and the ultimate merger of this responsibility with that of the Executive Director. Some conversation followed concerning the precise role and responsibility of the Executive Director. I described this office

as being the third in line of executive authority but discharging functions comparable to those normally associated with a chief of staff. I said that Col. White would probably be reluctant to reject a proposal involving operational or substantive judgments which had the positive support of an individual Deputy Director without consultation with the DCI or the statutory Deputy. I also said that he would probably be reluctant, on his own authority, to transfer substantial amounts of funds from one directorate to another over the objection of a Deputy Director. Very clearly, the Executive Director is responsible for ensuring proper staffing; for screening issues presented to the DCI or DDCI and the development of alternatives, etc. There was some discussion as to whether the title of this position was exactly right, but General Taylor and Ambassador Murphy both seemed to agree with the function.

3. We discussed the location of the Board of National Estimates and described its function. Mr. Coyne stated that the Board had at one time been located under the DDI and said that consideration was being given to the desirability of relocating it. General Taylor felt that the fact that the Board appeared to report to the Director of CIA was perhaps a defect as it seemed to give CIA two votes on an estimate. This led to a further discussion of the role of the DCI in the community, General Taylor raising old arguments favoring the transfer of the DCI to some independent location. He wanted to know whether there were legal obstacles to such an arrangement and Mr. Coyne advised him that legislative action of some sort would be required. I pointed out the practical disadvantages, stressing the fact that in the estimating process a DCI, divorced from the Board of National Estimates and from an estimating staff, would be helpless and ignorant.

4. We passed on to a brief review of DDS&T. Mr. Coyne asked for my opinion as to whether OSI should be relocated in the DDI. I said that there were strong arguments both ways and personalities inevitably played a part in determining the best location. I pointed out that estimates on important subjects having technical or scientific implications, such as estimates of nuclear capabilities or developments in various countries, are

prepared by the Board of Estimates. Therefore, while OSI is a substantive intelligence component, and therefore perhaps not appropriately located in a unit having responsibilities in the collection field, it does not have responsibility for final estimates. Moreover, it seemed to me that substantive questions involving technical and scientific data are best presented and understood by an official with scientific and technical competence. The DDS&T seems to me the appropriate individual, at the DCI staff meeting or on other comparable occasions, to speak about space and missile events, etc. If this is true, it would seem to follow that he should have staff support from a staff component such as OSI. On the other hand, there are strong logical reasons for locating OSI in the DDI.

25X1 5. Mr. [ ] then explained the organization of the Clandestine Services and the procedures involved in the initiation and approval of FI projects. General Taylor wanted to

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25X1 process. This led to a discussion of the role of the Ambassador and of the State Department in connection with the review and approval of CIA programs and activities in particular countries. Mr. [ ] said that the level and type of activity was discussed with the Ambassador in considerable detail, although he might and probably would not know all about specific individual operations.

6. It was agreed that we would give the Board a copy of the Nolting Report as a study of the requirement and reporting process. It was also agreed that we would provide Mr. Coyne, for the benefit of General Taylor and Ambassador Murphy, with:

a. A few RMDs and records of the approval process as it actually works in specific countries;

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c. A paper on espionage with specific  
reference to the problem of deep cover.

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D/DCI/NIFE

cc: DDCI  
ExDir-Comptroller  
DDP

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